

MANAGEMENT FOR EQUALITY OF OPPORTUNITY

COURSE SCHEDULE

27 - 29 January 1981

Room 236, Chamber of Commerce Building



STATINTL

Office of Training and Education
Management School

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Instructors:

Training Assistant:



MANAGEMENT FOR EQUALITY OF OPPORTUNITY

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Introduction

The course is designed especially for people in managerial and supervisory positions. It is based upon the assumption that the Agency's ability to promote full utilization of all employees, regardless of race, color, sex, religion, national origin, or age, depends upon the awareness and behavior of managerial/supervisory personnel. They have a critical role in making the decisions necessary to eliminate real or apparent discrimination and to promote productive work relations among employees who differ in race, sex, or culture.

In approaching the task of furthering the concepts of equal opportunity, it is recognized that success depends on two factors. The first deals with factual information which the supervisor needs to carry out his/her job. The second involves establishing favorable attitudes and long-term behavioral response. Primary emphasis will be given to providing the supervisors with information--information about EEO programs, processes, and the roles of various participants, including the supervisor. In some instances, information can lead directly to behavioral change. The program also provides the opportunity for the supervisor to look at his/her own attitudes and to begin to apply this newly acquired understanding in managing a diverse work force. The proposed objectives, schedule, and concept seek to give recognition to the importance of these two factors and of the critical role that supervisors and managers play in the development of all human resources.

MANAGEMENT FOR EQUALITY OF OPPORTUNITY

Course Objectives

Through lectures, readings, films, group discussion, workshop exercises, and case studies, each supervisor, at the conclusion of the course, should be able to:

1. Critically evaluate one's own attitudes towards equality of opportunity.
2. Identify some of the more prominent patterns of discrimination and describe their impact upon supervisory processes.
3. Articulate the significance and importance of major legislation, executive orders and CIA policies; and describe what efforts the Agency is making to be equable to all employees re: The Upward Mobility Program, Federal Women's Program, Hispanic Employment Program, Black Affairs Program, and the Agency's Progress on its Affirmative Action Program Plan.
4. Understand the complaint process and know what a supervisor should do when faced with a complaint.
5. Contribute to more effective utilization of all employees and be aware of and sensitive to several creditable approaches to management behavior and actions.


MANAGEMENT FOR EQUALITY OF OPPORTUNITY

Tuesday, 27 January 1981

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0900-1000 Introduction to MEO

The concepts, objectives, purpose and content of the MEO course will be discussed providing the participants an opportunity to learn what is expected of them during the next three days. And, in turn, this introductory segment will also include a discussion of the expectations that participants have regarding their attendance in the course.


Instructor,
Management
School, OTE

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1000-1230 Managerial Principles for the
Integrated Workplace

Focus on managerial principles providing equal opportunity that will facilitate identification of barriers to equal opportunity and managerial strategies for overcoming them. Issues pertaining to sexual biases and sex-role stereotyping will also be discussed.

1230-1345 Lunch

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1345-1600 Blacks and the Black Movement in
the United States

This presentation covers the modern evolution of the Black Movement in the United States. Beginning around 1960 with the Civil Rights Movement, the speaker traces the evolution of black organizations through their many phases from co-operation with white society to separatism to the present day trend. During the talk, the participants become aware of the impact the black movement has had upon the whole process of establishing equality of opportunity for all

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Tuesday, 27 January 1981 (cont'd)

1400-1600 Blacks and the Black Movement in
the United States (cont'd.)

minorities. While the substance of the presentation deals with the black movement, the audience develops an awareness of racial biases and racial stereotyping and sensitivity to how blacks feel and think about their role in U.S. society. Over half of the time is allocated to a question and answer period during which the speaker will answer questions on sensitive topics dealing with white-black relations.



Wednesday, 27 January 1981

0830-0930 Agency Programs for Equality
of Opportunity

The Director of the Agency Equal Opportunity Program will discuss the Agency's effort to ensure equality of opportunity for all employees. Looking both within the Agency as well as without, he will share his views on why the Agency has programs to help assure fairness. While he will devote some attention to identifying and discussing his goals and objectives as Director of EEO, and the role of his staff in the implementation of the Affirmative Action Program, the emphasis will be upon the vital role of the supervisors and managers for guaranteeing the successful conduct of the Agency effort. The major thrust of his presentation is that equality of opportunity is simply good management practice.

Omego Ware,
Director of
Equal Employment
Opportunity

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Wednesday, 28 January 1981 (cont'd)

0930-1030 Federal Women's Program

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[REDACTED] will discuss the status of women in the Agency, why a special Federal Women's Program was established, and the major issues concerning employment of women.

[REDACTED]
Federal Women's
Program Manager

1030-1045 Break

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1045-1130 Hispanic Employment Program

Speaker will give a description of the Hispanic Employment Program, definitions, the guidelines from OPM, and what we are doing at CIA.

[REDACTED]
Hispanic Employment
Program Manager

STATINTL

1130-1200 Black Affairs Program

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[REDACTED] will discuss the status of Blacks in the Agency, why a special Black Affairs Program was established, and what the program is doing in CIA.

[REDACTED]
Black Affairs
Program Manager

1200-1300 Lunch

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1300-1400 Upward Mobility Programs

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[REDACTED] will describe the Office of Personnel Management Upward Mobility concept and explain it as a subset of career development. She will also discuss specific current CIA Upward Mobility efforts. As chairman of the CIA OCPD Panel now managing our new Agency-wide Upward Mobility Program, [REDACTED] will discuss plans and answer questions.

[REDACTED]
Upward Mobility
Coordinator, FUST
Coordinator


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1400-1415 Break

Wednesday, 28 January 1981 (cont'd)

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1415-1600 The Agency EEO Complaint System


Deputy Chief,
Complaints
System

As managers and supervisors it is imperative that the participants be fully aware of the EEO Complaint System. This presentation provides the participants with an appreciation for why the complaint system was established, an understanding of the procedures and methods involved and knowledge of their role in the process. The speaker uses a variety of techniques including discussion, case histories of complaints--successful and unsuccessful--and actual examples to help the participants acquire the confidence that the complaint system is there to help them be good, i.e., effective managers as well as to insure fairness of treatment for all employees.

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Thursday, 29 January 1981

0830-1030 Communications and Cross Cultural Perceptions

This presentation covers the problems of people communicating. The speaker identifies the general kinds of problems individuals encounter when they try to convey thoughts to others. The problems of communication are compounded when one talks with individuals from other cultures/subcultures. The participants can expect to gain some insight and perspective on how they might better communicate with employees with differing cultural heritages.

1030-1045 Break

Thursday, 29 January 1981 (cont'd)

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1045-1145 "Uniform Guidelines on Employee Selection Procedures"

[REDACTED]
Deputy Director,
Equal Employment
Opportunity

The "Uniform Guidelines on Employee Selection Procedures" is a set of Federal regulations that govern the use of tests and other selection procedures used by employers, including the Central Intelligence Agency. This presentation will include background information, implementation requirements and a discussion of the responsibilities and functions of Agency management.

1145-1300 Lunch

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1300-1400 Testing In the Selection Process

[REDACTED]
Chief Assessment
Branch, Psychological
Services Staff, OMS ✓

The Uniform Guidelines for employee selection procedures require certain actions by managers. This presentation will cover the appropriate use of Agency testing and assessment procedures, in accordance with the guidelines.

1400-1415 Break

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1415-1500 Sexual Harassment

[REDACTED]
O/EEO

"...The Federal Government will hold employers responsible for eliminating sexual harassment on the job..." according to EEOC guidelines issued March 11, 1980. This segment will familiarize participants with the many facets of sexual harassment; clarify need for organizational policy and procedures; and provide insights into organizational accountability, responsibility, and liability in sexual harassment cases. Presentation will consist of lecture and discussion. Participants will also view a videotape on sexual harassment, "The Workplace Hustle."


Thursday, 29 January 1981 (cont'd)

1500-1600 Exercise: Role of the Supervisor Representatives
 in the Implementation of Affirma- from O/EEO
 tive Action.

The class will be divided into problem-solving groups. Each group will be asked to develop a specific set of actions which they, as supervisors, could undertake when they return to their components which will assist the Agency in implementing the Affirmative Action Program. The groups will report their actions to a panel comprised of class members and EEO Staff. The panel evaluates and passes on the merits of each group's proposals.

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1600-1630 Final Evaluation


Instructor,
Management School
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